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A DECADE OF ACCOMPLISHMENT

THE JOHN W.
McCORMACK
INSTITUTE OF
PUBLIC AFFAIRS
OF THE
UNIVERSITY OF
MASSACHUSETTS
BOSTON

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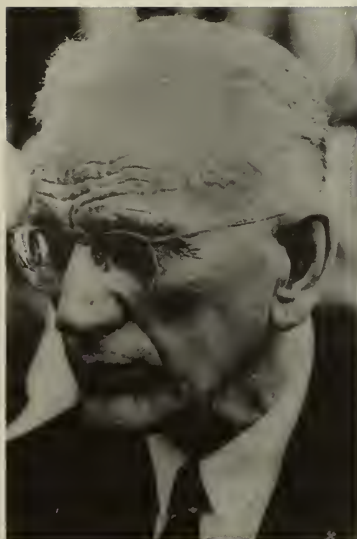
PREFACE

RAYMOND G. TORTO
Director
McCormack Institute

I am delighted to present to you, on the occasion of the tenth anniversary of the John W. McCormack Institute of Public Affairs, this commemorative booklet, which reviews the accomplishments of ten very exciting and productive years, gives you a glimpse of the people behind those accomplishments, and outlines some of the new initiatives on which the Institute will embark to meet the public policy challenges of the future.

We hope that, as you scan these pages, you will better understand us, our work, our mission, and the great, living legacy that is the McCormack Institute.

As we celebrate our anniversary, we also wish to celebrate public service and the contributions of those who are public servants. Toiling in the vineyard of the public sector is extremely difficult today. If society is to advance and solve its many problems, we must recognize and praise the men and women who have dedicated their lives to the public good.



John W.
McCormack

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10th
Anniversary



INTRODUCTION

MICHAEL K. HOOKER
President
University of Massachusetts

Let me express my congratulations to the John W. McCormack Institute of Public Affairs for 10 years of outstanding service. The stellar record of the McCormack Institute is a source of pride to the entire University and to the Commonwealth of Massachusetts.

My vision of the world-class 21st Century University is one that is actively engaged with the community of which it is part, seeking solutions to the economic and social issues that confront our society. The McCormack Institute has already demonstrated the capacity to be "interactive" and to form meaningful partnerships and is helping to lead the University into the 21st century.

A highly successful organization such as the McCormack Institute is really a group of skilled and dedicated individuals. I want to specifically express my congratulations and appreciation to the staff, past and present, of the McCormack Institute for the high quality of their work and their commitment to the worthy and important calling of public service.

I feel fortunate to be able to participate in this celebration at the start of my presidency and I look forward to being here for the 20th Anniversary celebration.



FOREWORD

SHERRY H. PENNEY
Chancellor
University of Massachusetts
Boston

When the John W. McCormack Institute of Public Affairs was inaugurated in the fall of 1983, I don't believe that anyone attending its birth fully realized the prominent and vital role it would play in the academic life of UMass Boston and in the civic life of the Commonwealth and the New England region.

Since its founding, the McCormack Institute has rightfully earned a national reputation for the quality of its applied policy research, the breadth of its publications, and the dedication of its skillful and informed staff, who scrutinize the way we live, the way we work, and the way we are governed. In the ten years of its existence, the McCormack Institute has brought renown to the University, as well as elegant analyses and common sense advice to the attention of appreciative public officials, private industry executives, community leaders, and taxpayers.

In masterful fashion it has explored critical social and policy issues which have gripped Massachusetts and the Northeast during the past decade. Its contributions in such areas of concern as government finance, the environment, land use, housing, human rights, economic development, conflict resolution, and education have helped both public and private entities achieve rational and constructive approaches in dealing with the challenges and opportunities facing our communities.

A democratic nation cannot sustain itself without constantly applying intelligence and energy to solving its problems and improving the lives of all citizens. Universities are expected to lead in the provision of that intelligence and energy. UMass Boston is fortunate indeed to have the McCormack Institute, which I consider to be a perfect model of the way universities can successfully integrate scholarship with public service. This marvelous center of excellence is an intellectual engine of great magnitude, which has made — and will continue to make — a powerful contribution to the building of a better and a more just and equitable society. I congratulate the McCormack Institute, its staff, and its fellows for having achieved so much good in such a short period of time.

Congratulations



THE FIRST TEN YEARS

EDMUND BEARD
Senior Fellow
Founding Director

The John W. McCormack Institute of Public Affairs was born in a series of discussions I had in the early 1980s with, most importantly, then UMass Boston Chancellor Robert Corrigan (now President of San Francisco State University), and then College of Arts and Sciences Dean Richard Freeland (now Vice Chancellor of the City University of New York). We used to talk for hours about the proper role for an urban public university and for UMass Boston in particular.

Bob Corrigan had a deeply felt vision of an involved, dynamic, responsive campus, intimately involved in the life of its surrounding urban community. As he put it, in a proud twenty-year retrospective "Address to the University Faculties" in November of 1984, "Taking the land-grant concept and translating it into urban terms, we have stressed the importance of the University to the community and have begun to build the kinds of alliances which, in an earlier age, contributed to the growth and success of the great Midwestern state universities." And key, in Corrigan's mind, to the delivery of "such multifaceted service" was "the new John W. McCormack Institute."

The McCormack Institute of Public Affairs was formally established by act of the Board of Trustees of the University of Massachusetts on September 15, 1983. The Institute was designed from the start to be an "applied" public policy research center, with equally important public service and public affairs education components. Its focus would originally be on issues of immediate concern to Boston, the Commonwealth of Massachusetts, and the New England region.

Naming the new enterprise after John W. McCormack was a natural step. Congressman John McCormack had represented Massachusetts' 9th congressional district, in which the campus lies, for 43 years, from 1928 to 1971. During the last nine of those years, he served with great distinction as Speaker of the House.

McCormack had been born in South Boston, a few miles from the University of Massachusetts Boston's Harbor Campus, and he lived in Dorchester, home of the campus, for most of his adult life. With its formal naming, the Institute would soon become a living tribute to a life dedicated to public service.

1983-1993

During the Institute's 10-year history more than 1000 papers, book chapters, case studies, newspaper, magazine and journal articles were published under the imprimatur of a long list of McCormack fellows.

1983

Of course, naming the Institute after John McCormack didn't hurt when we went to Washington hoping for federal support. Tip O'Neill, the late Silvio Conte, Joe Moakley, Brian Donnelly, and Joe Early all loved McCormack and thought our plan for a public policy research center named for McCormack at the public university in his old district was an excellent idea. Senators Kennedy and Tsongas agreed. Fortunately, these particular supporters were both imaginative *and* powerful, and the McCormack Institute soon received a \$3,000,000 federal endowment. Much of our success is based on this initial faith shown by our congressional delegation and equally important other allies in the state legislature. We will always be grateful.

As a result of those conversations mentioned earlier with Richard Freeland and Bob Corrigan, I had been given the informal task of designing a new public affairs center on campus. Bob encouraged me to identify existing public policy research and service interests on campus and think about bringing them into the new enterprise.

Among the existing interests on campus which I quickly identified as potential recruits for the new McCormack Institute were the Center for Studies in Policy and the Public Interest (directed by Dr. Franklin Patterson, former President of the University of Massachusetts) and the Boston Urban Observatory (then headed by Joseph Slavet, who himself had been, among other stops in a remarkable career, the first Executive Director of Action for Boston Community Development Inc., and, earlier, Executive Director of the Boston Municipal Research Bureau).



■ April, 1985

l-r: Massachusetts Senate President William M. Bulger, the late U.S. Rep. Claude Pepper, former State Sen. Royal Bolling, former U.S. House Speaker Thomas P. "Tip" O'Neill, Jr., and current Boston City Councilor Bruce Bolling at the dedication ceremony for UMass Boston's John W. McCormack Hall.

■ November, 1983

Raymond G. Torto co-authors book, *Massachusetts Property Revaluation: Taxpayers' Rights & Procedures*.

■ December, 1983

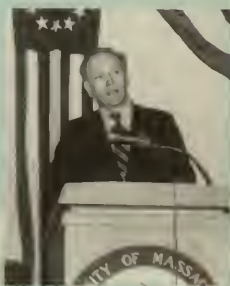
Publication of Padraig O'Malley's book, *The Uncivil Wars: Ireland Today* (Houghton Mifflin).

■ June, 1984

Richard Hogarty receives Dean's Award for Outstanding Service (and in 1985 the Commonwealth Citation for Outstanding Performance).

■ April, 1985

Robert H. Quinn, former Massachusetts House Speaker and chair of the UMass board of trustees, speaks at the McCormack Hall dedication.



■
May, 1985

Former U.S. Senator and presidential candidate Gary Hart was the McCormack Institute distinguished lecturer. Others have included former US House Speaker Thomas P. "Tip" O'Neill, Jr., and the Reverend Jesse Jackson.



■
May, 1985

Ian Menzies receives "Conscience of the Harbor" award from Governor Michael Dukakis for Boston Globe columns advocating harbor cleanup.

■
February, 1986

Padraig O'Malley is chosen as a member of international team to monitor Philippine elections (and a year later is among National Democratic Institute's delegation to Pakistan, Bangladesh and Sri Lanka).

1986

6

7

With the establishment of the McCormack Institute, the Center for Studies in Policy and the Public Interest officially went out of business and its functions were absorbed by the Institute. Although this moment also coincided with Franklin Patterson's planned retirement from the University, two members of the permanent senior staff of that earlier center, Padraig O'Malley and Ernest Lynton (the latter a former Vice President of the University), joined the Institute at this time. Overtaken by events, I had little recourse but to accept Chancellor Corrigan's request to preside over what I had wrought. I never regretted the choice. It's the best job at the University.

Raymond Torto, former Commissioner of Assessment for the City of Boston as well as Chairman of the University's Economics Department, joined the Institute, at the start, as a Senior Fellow. Murray Frank, former Dean of the College of Public and Community Service, and at the time Special Assistant to Chancellor Corrigan, also quickly joined the original Institute staff. Sociologist and attorney Al Cardarelli also joined the Institute in its earliest days, as did Lou DiNatale and Betsy Youngholm.

And in 1985, Ian Menzies, former *Boston Globe* managing editor and columnist, became the first fellow invited from outside to join the Institute. In addition to his writings, media lecturing and outside speaking, he has run a distinguished series of annual seminars on "Managed Growth in a Protected Environment," featuring our governors, members of Congress, legislative leaders and state secretaries.

1987

■ April, 1987

U.S. Senator
Edward M. Kennedy
addresses Institute
forum on American
wages, incomes,
and public policy.



■ April, 1987

Ernest A. Lynton and
Sandra E. Elman co-
author book, *New
Priorities for the
University* (Jossey-
Bass publishers).

■ July, 1987

Ed Beard invited by
government of
Vietnam to discuss
normalization of US-
Vietnam relations.

Finally, the new Institute was blessed from the start with the wisdom and enthusiasm of Kermit Morrissey, former President of Boston State College, who had just joined the University upon the merger of Boston State into UMass Boston. Kermit Morrissey quickly became the most beloved of teachers in the new Master of Science in Public Affairs Graduate Program (MSPA) housed in the Institute (the establishment of which is a story in itself, but addressed elsewhere in this document). You always knew where Kermit stood — intellectually, and, with his booming voice and unmistakable laugh, geographically. He was a joy as a colleague. His passing in the spring of 1988 was a great blow to the Institute. Our seminar room was named — at the express demand of the MSPA students — after him. We miss him still.

In March of 1985, the Institute published the first issue of the *New England Journal of Public Policy*. The *Journal* has been published twice a year since its inception. A *Boston Globe* editorial noted of the recent special issue on AIDS, "In assembling and publishing this journal on AIDS, the McCormack Institute has lived up to its commitment to public affairs education. It shows what a state-sponsored academic center can do to illustrate an issue of great concern to all of us."

In his spare time, Pdraig O'Malley, editor of the *Journal*, has maintained his stature as perhaps the greatest living expert on the crisis in Northern Ireland. His 1983 book, *The Uncivil Wars: Ireland Today*, received the Ewart-Biggs Award, given annually by the governments of England and Ireland jointly to that person who has done the most to further the cause of peace in Northern Ireland. O'Malley's 1990 study, *Biting at the Grave: The Irish Hunger Strikes and the Politics of Despair*, was chosen by *The New York Times* as one of the twelve best books of that year.

In the ten years since its founding, the McCormack Institute has contributed much to understanding the diverse and challenging needs of the New England region. In 1986, when *Time* Magazine selected nine "Hot Colleges on the Climb...Fast-rising and ambitious institutions now challenging the Nation's Elite," UMass Boston was included, and the McCormack Institute singled out for special praise, particularly for our work with local government.

Ernest Lynton's deep interest in education policy, shared by his colleague, Sandra Elman, led to the Institute's development (we were all unfettered entrepreneurs at the time) of NERCHE (the New England Resource Center for Higher Education). This in turn soon led to Zelda Gamson's arrival from the University of Michigan to direct that fledgling effort. As NERCHE grew and prospered, we wished it well as it left the Institute nest and transferred to the campus' Graduate College of Education, where it has subsequently brought considerable recognition (and grant dollars) to its new home.

Over the years, under the direction of Kathleen Foley, assistant director, the Institute has sponsored dozens of conferences, seminars, and lectures (including speeches by Tip O'Neill, then Presidential candidate Gary Hart, the Reverend Jesse Jackson and many others); published scores of books, papers, and reports; and performed many acts of pro-bono, direct public service. In addition, the presence of the Institute has helped recruit distinguished permanent additions to the University's faculty — among them the Institute Senior Fellows Barry Bluestone and Thomas Ferguson. The Women in Politics Program, led by Elizabeth Sherman and Betty Taymor, recently joined the Institute from its former home at Boston College.



Perhaps the Institute's greatest feat of constituent mobilization, passionate advocacy, and practical political organization came to fruition when the Institute was allowed to move from its lovely but hopelessly cramped original quarters on the 11th floor of the Healey Library to considerably more spacious areas on Healey's 10th floor — finally accomplished in the spring of 1988. Since that time the Institute has been joined on the 10th floor by many of the campus' other policy research and public service centers — a process suddenly and greatly speeded-up with the closing of the University's downtown campus at 250 Stuart Street. The 10th floor of Healey Library is now a policy hotbed, with some of the campus' most distinguished and productive citizens in residence.

■ April, 1988
Ian Menzies with
former UMass/
Boston Provost
Betty Diener and
then Lt Governor
Evelyn Murphy at
1988 forum
"Southeastern
Massachusetts:
The Challenge of
Growth."

Our local and regional focus will remain an important mission of the Institute, and its most unique contribution. However, today the scope of the Institute's activities reaches well beyond New England's borders. Over the past few years, a series of international projects — initiated by Padraig O'Malley's pioneering work in Northern Ireland — has broadened the Institute's mission. In the 1990s there is both a compelling need and a real opportunity for former political and economic adversaries to learn how to function together in an interdependent world. To this end the McCormack Institute has focused on areas such as the needs of emerging democracies in Eastern Europe and the former Soviet Union, the re-emergence of ethnicity and nationalism in previously closed societies, and culturally based conflict management.

We are proud of this record, and we look forward eagerly to our next ten years.

■ **March, 1988**

Padraig O'Malley delivering the Kermit Morrissey Memorial lecture, held annually in honor of the late Boston State College president and Institute senior fellow.



■ **June, 1988**

Ed Beard joins delegation invited by Taiwan government to discuss future of Taiwan-American relations.

■ **June, 1988**

Murray Frank receives Governor's citation for contributions to the Massachusetts Developmental Disabilities Council.

■ **June, 1988**

Ian Menzies is a member of Massachusetts delegation invited by University of Liverpool, England, to speak on "Boston's High-Tech Renaissance."

■ **December, 1988**

Senior Fellow Joseph S. Slavet, former UMass President David Knapp and Institute founding director Ed Beard at the Distinguished Professional Public Service awards ceremony held at the Kennedy Library. Beard and Slavet received awards, Beard for his work with public policy and the New England region and Slavet for his work in urban affairs.



■ **October, 1988**

Barry Bluestone co-authors with Bennett Harrison of Carnegie Mellon the book, *The Great U-Turn: Corporate Restructuring and the Polarizing of America* (Basic Books)



INSTITUTE PROJECT SAVES STATE \$150 MILLION

MARY GRANT
Senior Fellow

For every dollar spent on certain Medicaid approved services in Massachusetts there is the potential to recoup 50 cents from the federal government.

In 1988, the prevailing wisdom was that the Commonwealth had not been aggressive enough in its pursuit of such monies and the McCormack Institute was asked by a senior official of the Dukakis administration to collaborate on a project to identify and capture unclaimed federal revenue known in the reimbursement trade as federal financial participation (FFP).

Thus was the Institute's FFP project born.

Now, four years and a new administration later, the FFP project has produced \$150 million in new revenue and cost savings for the Commonwealth.

The need to have such a project lies in the fact that the federal government reimburses states for a percentage of the cost of operating entitlement programs such as Medicaid and Child Support Enforcement (CSE).

We have learned that although there is still room for improving the Commonwealth's ability to maximize federal reimbursements it is not an easy task; in fact it is hard, tricky work.

It is impossible to do justice to all the federal, state and local participants who originated this program and kept it alive but among those deserving honorable mention are UMass Boston Vice Chancellor Jean MacCormack, Medicaid Commissioner Bruce Bullen, and State Comptroller William Kilmartin.



August, 1989

Ed Beard and Thomas Ferguson join US mission to Prague, Czechoslovakia to help establish a research institute for the new Czech parliament. Later that fall Czech president Havel visited Boston and spoke at the university.

1989

The project which I now direct as a Senior Fellow at the Institute began under the direction of Senior Fellow Murray Frank.

Examples of our joint accomplishments include developing with the Department of Mental Health a mechanism under the federal rehabilitation option to capture unreimbursed residential services; as a result, the State now receives over \$10 million a year in new revenue.

We also developed, with the State Bureau of the Budget and the Office of the Comptroller, a detailed Statewide Cost Allocation Plan as well as individual cost plans for several state agencies, and enhanced case management rates resulting in close to \$50 million in new revenue. Known as Cost Allocation, this project is a good example of inter-University collaboration. Faculty from the College of Management, Richard Keith and Oscar Gutierrez, have teamed up with the Institute to develop software and the internal capacity to further our work on this complex cost allocation effort.

One final example of a revenue enhancing initiative is Municipal Medicaid. Senior Fellows Joseph Slavet and Sandy Matava, and Visiting Fellow Robert Moran, conceived of a method for state and local governments to secure federal reimbursement for school-based, medically related services. Municipal Medicaid has made significant headway under the technical expertise of John Robertson and Robert Bucci (a graduate of the MSPA program), who estimate recouping \$17 million by the end of fiscal year 1993.

FFP isn't only about maximizing revenues. We have also improved efficiencies and realized savings within entitlement programs. For example, we provide assistance to Medicaid management in the design and implementation of reimbursement methodologies for acute hospitals, non-acute hospitals, long term care facilities, community health centers, and home health agencies. We have been successful in implementing cost effectiveness improvements that offset the impact of health care cost inflation. Additional cost savings have resulted from a number of efficiency and savings related projects directed by Laura Wagner in the areas of home and community-based waivers and child support enforcement.

The FFP project is a unique example of how a public university can be a resource to its colleagues in state government.

■
March, 1990
Publication of
Padraig O'Malley's
book, *Biting at the
Grave: the Irish
Hunger Strikes and
the Politics of
Despair*.

■
February, 1990
Albert Cardarelli
co-authors with B.
Gomes-Schwartz
and J. Horowitz the
book, *Child Sexual
Abuse: The Initial
Effects* (Sage
Publications).

■
May, 1990
Dawn Marie Driscoll, guest author of the *New
England Journal of Public Policy*'s special
issue on "Women and Economic Empower-
ment," with UMass Trustee Alice Huang,
Chancellor Sherry H. Penney, and *Journal*
Editor Padraig O'Malley (l-r).





NEW PUBLIC POLICY PH.D. PROGRAM

BARRY BLUESTONE
Senior Fellow

Among its academic accomplishments, the McCormack Institute has played a critical role in the establishment of the University's new doctoral program in public policy. Three of the institute's senior fellows —Ed Beard, Tom Ferguson and myself—were members of the original "core" faculty of the Ph.D. program and were instrumental in the design and development of the curriculum. All three of us continue to be active in the program, along with Visiting Fellow Bob Moran.

The new doctoral program is based on the assumption that, in this age of tight fiscal budgets, government programs must be run more efficiently, more effectively, and more equitably. The Ph.D. program in public policy is aimed specifically at producing graduates who can help satisfy the new generation of voters who, in the words of UMass Amherst political scientist Ralph Whitehead, "want the public sector to use its catalytic power to make things happen, but don't want it to add to the weight of bureaucracy. . . . [These voters want] a government that's high in protein but low in fat."

Toward this end, the new Ph.D. program was designed to produce public policy developers and analysts who are community-conscious, politically astute, and technically sophisticated. Its graduates can expect to assume top-level professional positions in federal, state and local governments, community organizations, and both public and private-sector policy research institutions. They will also be well prepared for teaching and research positions at colleges and universities.

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October, 1990

Institute Senior Fellow Lou DiNatale makes a point at forum examining the Massachusetts fiscal crisis. (After the Miracle: What Next for Massachusetts.)



Overall, the curriculum for the new program provides a solid grounding in political economy; appropriate attention to theory, applied principles, and technical skills; a focus on interdisciplinary study; and a multi-cultural approach to public policy. In striving to be "world-class," the program is devoted to intellectual rigor and the personal growth of both students and faculty alike.

The program draws its faculty from virtually the entire university. Its core faculty include economists, political scientists, sociologists, community planners, lawyers, philosophers, management scientists, and statisticians. Various faculty have expertise in such areas as children and youth services, environmental policy, health care, labor-management relations, housing policy, race relations, social welfare policy, public finance, and urban development. Physically located adjacent to the McCormack Institute, the Center for Survey Research, the Trotter Institute for Black Studies, and the Gastón Institute for Latino Community Development and Public Policy, the students and the faculty in the program have ready access to much of the social science research underway on the UMass Boston campus.

The Ph.D. program enrolled its first class in the fall semester 1992 — a spectacular group of ten individuals who range in age from twenty-four to forty-eight and represent the diversity of the Greater Boston community. Each year, the program plans to enroll ten to twelve new first-year students, the majority of whom are "mid-career" and "non-traditional." To assure that all of the students in the program can complete the doctorate within four to five years, the program is full-time and offers full fellowships and tuition-remission to all those who are admitted. Every first-year student in 1992 was supported by stipends provided by the McCormack Institute, and the Institute is committed to funding a number of students each year. A majority of the program's students are working on research projects co-sponsored by the Institute.

As the program expands and develops, it will continue to build stronger bridges to the various institutes on the campus, particularly McCormack. The combination of the research and service tradition at the McCormack Institute plus the academic approach in the doctoral program promises to provide the university and the Massachusetts Commonwealth with a new generation of public policy scholars who will be able to contribute to the "high protein" public sector of the 21st Century.

■
June, 1991
Sandy Matava receives Outstanding Alumni Award of U. of Connecticut—one of only 10 women to receive the award since its establishment.

■
February, 1991

Kathleen Foley, the Institute's assistant director, has a wide range of responsibilities. A Naval Reserve public affairs officer, she was the only UMass Boston professional to be called up for Operation Desert Storm. Her over 6 month tour of duty—she was assigned to the Pentagon—was recognized by the Secretary of the Navy Achievement Medal for "superior...and unsurpassed performance of duties."





THE NEW ENGLAND JOURNAL OF PUBLIC POLICY

"INFORMATIVE, PROVOCATIVE,
CONTRIBUTIVE"

MARCY MURNINGHAN

Visiting Fellow

PADRAIG O'MALLEY

Senior Fellow

14

15

In March 1985, the *New England Journal of Public Policy* was launched, a product of the union between the University's public service mission and the McCormack Institute's commitment to applied policy research, public affairs education, and public service. Writing in the inaugural issue, editor Padraig O'Malley stated its unique purpose:

The *New England Journal of Public Policy* is designed to create a profusion of ideas by providing a medium for practitioners, policy analysts, and academics throughout New England to define their problems and to develop approaches to solving them. We hope that the Journal will become an important forum for the exchange of ideas on public policy issues that have special significance for New England, [drawing] on contributors who reflect the diversity of the field itself: elected officials, government managers, members of the business community, journalists, academics, humanists; indeed anyone who has demonstrated in his or her work a unique New England perspective of one kind or another.



September, 1991

1991 City Council Debates—a series of televised debates presented each year by the Institute, Cablevision of Boston and the *Boston Phoenix*. On the set (l-r) are candidates for Council at large: Bruce Bolling, Rosaria Salerno, John Grady, the late Council President Chris Iannella, John Keller (Boston Phoenix), Joe Slavet (McCormack Institute), Maureen Dezell (Boston Phoenix), John Nucci, Dapper O'Neil, Peggy Davis Mullen, Frank Costello.

April, 1991

Joe O'Brien, director of alumni affairs and a graduate of the 1991 MSPA class, meets with Speaker Charles Flaherty at an Institute regional forum following Flaherty's address.



"It's a journal that reads like a magazine," wrote Ian Menzies in his *Boston Globe* column that chronicled the event. "It is informative, provocative and contributive, but above all literate - an academic journal atypically free of jargon and cant, one that New England has been without too long." Eight years later, the *Journal* continues to live up to its expectations, helping to promote broader public awareness and conversation about some of the critical issues of our time: the problems of the cities; AIDS; homelessness; economic dislocation; public education; and industrialization in rural areas. In doing so, it has evolved its format: since the late 1980's, it has published each year both a "regular" issue and a special issue entirely devoted to a significant public policy dilemma, thus providing the opportunity for careful and complex consideration from a variety of perspectives.

To date there have been special issues devoted entirely to AIDS, Women and Economic Empowerment, and Homelessness. The publication of each has been accompanied by a special colloquium hosted by the McCormack Institute to permit wider public discussion. These special issues have been republished in book form by Beacon Press and the University of Massachusetts Press.

Forthcoming special issue topics will include Education, the Environment, the City, and the broad subject of Abuse.

"The AIDS issue had the greatest internal integrity," says O'Malley, reflecting upon the personally most gratifying issue. "We learned that personal contact with the author really made a difference. Every single one of the 53 authors who committed themselves to writing an article came through, despite their hectic schedules and infinite demands made on them as practitioners." In an editorial, *The Boston Globe* called the special issue on AIDS "informative and inspiring," providing "comprehensive reporting."

A sampler of *Journal* entries demonstrates its success at emphasizing, as O'Malley wrote in the first Editor's Note, "the literate as well as the technical" by "bridging the gap between the abstract and the practical, [thereby] expanding the range of public policy debate by increasing the number of active debaters." Among its more notable pieces:

- Ira Magaziner (currently on the White House staff as President Clinton's Senior Advisor for Policy Development) on "The Defeat of the Greenhouse Compact" (Winter/Spring 1986).

■ **September, 1991**
Former Institute Senior Fellow Boyce Slayman, Secretary of Health and Human Services David Forsberg, Senior Fellow Sandy Matava and regional HHS Administrator Peter Toland at Institute-sponsored Human Services Conference; "Meeting the Challenge of the Nineties."



■ **December, 1991**
Mort Myers receives Auditor of the Commonwealth award.

1991

- Nigel Hamilton (author of *JFK: Reckless Youth*) on "JFK: The Education of a President" (Fall/Winter 1990), and "The Influence of the Old World on the Young JFK" (Winter/Spring 1993);
- Robert Wood (Wesleyan University professor of political science and former HUD Secretary, UMass President, and Boston Superintendent of Schools): "The Public-Private Forum: Good Intentions Randomize Behavior" (Summer/Fall 1987).
- Robert Dentler (UMass Boston sociology professor and court-appointed Boston desegregation expert) on "The Fallowness of Common Ground" and Shaun O'Connell (UMass Boston English professor and author of *Imagining Boston*) on "Divided Houses" (Winter/Spring 1986), both being critiques of J. Anthony Lukas' Pulitzer prize-winning book, *Common Ground: a Turbulent Decade in the Lives of Three American Families*;
- Matina Horner (president emerita of Radcliffe College and TIAA-CREF executive vice president of human resources) on "The Changing Challenge: From Double Bind to Double Burden" (Winter/Spring 1990 special issue: *Women and Economic Empowerment*), an update of her pathbreaking "fear of success" research;
- Susan Estrich (University of Southern California law professor, manager of the 1988 Democratic presidential campaign, and former Harvard Law School professor) on "Women, Politics, and the Nineties: The Abortion Debate" (Winter/Spring 1990);
- Other notable contributors included Kip Tiernan, Ken Smith, Sheila Kennedy, Douglas Reynolds, and Ralph Rivera.

In addition to these, a number of other *Journal*-related thematic achievements come to mind: the installation of the short-form narrative, with works by such exemplary literary writers as Donald Hall, James Carroll, George V. Higgins, Robert Manning, Fanny Howe, Kathleen Kilgore, and William Jay Smith; Shaun O'Connell's book reviews; and Richard Hogarty's series of articles chronicling the various search procedures employed over the years in appointing a new president for the University of Massachusetts system. Eight years out, the *Journal* continues to live up to its promise as the flagship of the McCormack Institute's efforts to serve a diverse and distinct citizenry.

May, 1992

In Massachusetts House Majority Leader Richard Voke, seated next to Visiting Fellow Richard Manley and Director Ray Torto, discusses the future of health care at

Institute public policy luncheon. These monthly roundtable discussions with local business, political and opinion leaders have featured such figures as Kitty Dukakis, Peter Nessen, Tom Finneran, William Bulger, Rosanne Bacon, Charles Stith and Carmen Buell.



October, 1992

Thomas Ferguson acted as principal consultant in putting together a five-part series on campaign finance in the 1992 election which was aired on a special five-part series on the Public Broadcasting System's "Nightly Business Report."



THE SOCIAL POLICY RESEARCH CENTER

AN EXCITING NEW McCORMACK INITIATIVE

JOSEPH S. SLAVET
Senior Fellow

After ten months of hectic negotiation both within and outside the University, the McCormack Institute and I are pleased to announce establishment of a new Social Policy Research Center. For me, honored to be selected as the Center's first director, it feels like déjà vu. Thirty years ago, I was appointed the first CEO of Action for Boston Community Development (ABCD), a local experiment in social policy that flowered into New England's largest anti-poverty program. ABCD, and its counterparts in New Haven, Oakland, Philadelphia and New York City, launched research demonstrations in early childhood education, compensatory education, work-study, youth employment and training, juvenile delinquency prevention and legal defender services, pilot projects that were used as prototypes for a wide range of national legislation and program initiatives during the sixties, legislation which is still in force.

■
September,
1992

A unique father and son team: Barry Bluestone, Institute senior fellow, and Irving Bluestone, University Professor of Labor Studies at Wayne State University, address an Institute-sponsored forum on the occasion of the release of their widely acclaimed book: *Negotiating the Future—A Labor Perspective on American Business*.

"The Bluestones offer a New Covenant for labor and management based on participation, cooperation, and teamwork... an approach to working smarter (which) will have to be adopted, if America is to regain its competitive edge" said President Bill Clinton.

In taking responsibility for the Center, the McCormack Institute will preserve the mission and purposes of the Social Policy Research Group, Inc. (SPRG), a respected non-profit institution, with roots in the sixties, that has conducted community-based demonstrations, research, and planning activities to improve social policy and the delivery of human services affecting the diverse communities of the Commonwealth. SPRG's distinguished governing board concluded that a public university setting was the ideal environment for guaranteeing continuation of its important work.



1992

The McCormack Institute and University take great pride in the fact that we were selected to continue the SPRG legacy over bids submitted by several prestigious private universities, foundations and non-profit think tanks in the Boston area.

Although the new Center's functions will be conducted as a major component of the McCormack Institute, we shall work closely with other resources of the University, particularly the Monroe Trotter Institute and the Mauricio Gastón Institute (which have committed their full support and cooperation to the Center), with other institutions of higher education and with other public and private entities concerned with social policy research and practice.

Since our Center will give priority to community-based social policy research, we shall lean heavily on a governing board made up of Institute Senior Fellows and influential practitioners who are in close contact with research gaps, needs and opportunities, to guide us in refining the Center's mission, in setting research and planning priorities, and in approving our annual work plan. Moreover, we shall be supported by a Community Advisory Board of 15-25 members representative of a diverse range of community interests that will provide outside input in developing and carrying out the Center's agenda.

It should be noted that the SPRG assets transferred to the University of Massachusetts Foundation for use by the Social Policy Research Center are relatively modest — some cash and a mortgage-free office condo unit in the North End, including its furniture and equipment. The limited reserve of available cash is a challenge to the Center's leadership and participating staff to develop an agenda that will be financed with outside resources, thereby meeting our primary goal of self-sufficiency.

This enterprise could not have been brought to a successful conclusion without the indefatigable and persistent devotion of McCormack Institute Senior Fellows Sandy Matava and Murray Frank. Moreover, without the critical support, encouragement, and enthusiasm of the University's Chancellor Penney, Provost Fuad Safwat, Assistant Chancellor Mark Schlesinger, and Chancellor's Chief of Staff Ed Toomey, and without the legal expertise of Larry Bench in the Letter of Agreement, the new Center would not have happened.

Outside testimony says it best, "Let me congratulate you and the staff of the McCormack Institute on your fine work in conceptualizing this effort..." wrote SPRG's Chairman, John Bok, in a letter to the Chancellor on October 29, 1992. "We wish you the best of luck and are confident of your future success."

In her response to Mr. Bok's letter, Chancellor Penney wrote, "The prospect of keeping SPRG's name and purposes alive through this new Center is gratifying. I am happy that the University is able to participate in this exciting venture."

■
March, 1992
Governor William Weld, Institute Senior Fellow Ian Menzies, and Chancellor Sherry H. Penney at the Institute's fifth annual seminar on "Planned Growth in a Protected Environment." Over 300 attended.





THE MASTER'S PROGRAM IN PUBLIC AFFAIRS

RICHARD HOGARTY
Senior Fellow

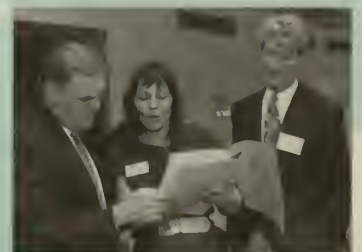
As I conclude my first year as Director of the Graduate Program in Public Affairs, I would like to highlight our accomplishments to date and to consider the opportunities and challenges that lie ahead. As we review the recent past and anticipate what the immediate future holds in store, I want to stress my hope that we not lose the momentum we have developed during the last nine years.

The program leading to the degree of Master of Science in Public Affairs (MSPA) has an interesting history. It began at Boston State College and was transferred to UMass Boston in 1983 as a result of the merger of these two institutions. At this point, the program was completely redesigned by a blue ribbon faculty planning committee that included two former UMass presidents, and two former campus deans. Those who revamped the program saw it as satisfying a critical need of providing a two-year, part-time program for full-time working adults who were currently engaged in public and community service. Toward that end, they also saw it as lending greater coherence and meaning to the urban mission of the metropolitan public university.



■ **May, 1992**
US Comptroller General Charles Bowsher (center) with (l-r) Senior Fellow Mort Myers, and UMass Boston Professors Russell Ferrara, Lal Chugh and Joseph McHugh. McHugh is a former Institute senior fellow.

■ **May, 1992**
Mayor Ray Flynn talks with Visiting Fellow Marcy Murnighan and New England Journal of Public Policy editor Pdraig O'Malley at the conference on "Homelessness in New England: How Do We Shape the Future?" The conference coincided with the publication of the Journal's special issue on "Homelessness: New England and Beyond."



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Recast in this mold and operating on the cohort model, the program's "new beginning" at the Harbor Campus was launched in September 1984. The first class of 18 students graduated in June 1986. Since then, a total of 245 students have participated in the program. These students come from a variety of public, private, and non-profit organizations in which they continue to work while attending evening, weekend, and summer classes. The curriculum is a carefully planned sequence of courses that provides instruction in American culture, politics, economics, management, budgeting, statistics, and public finance. Participation in these courses inevitably stretches students intellectually, broadening their perspective and deepening their understanding of the real political world. As a culminating scholarly exercise, each student writes his or her own case study on a chosen topic of applied policy research or organizational behavior.

Under the leadership of Murray Frank, who previously served as its director, the MSPA program has flourished. It boasts a faculty and a student body richly endowed with intellect, ambition, and vitality. Faculty members are drawn from the various colleges and units on campus. These instructors, along with a few visiting practitioners, bring to the classroom hands-on experience in government and management. This feature is no doubt one of its enduring strengths.



■
November, 1992
Al Cardarelli
addresses the
Annual Meeting of
the American Soci-
ety of Criminology in
New Orleans.

■
October, 1992
Mort Myers
receives Special
New England
Auditor's Award.

■
December,
1992
Publication of Nigel
Hamilton's book,
JFK: Reckless Youth
(Random House).

■
May, 1992
Two UMass Boston
deans, Brenda
Cherry of the
College of Nursing
and Jemadari
Kamara of the
College of Public
and Community
Service, flank
Institute Associate
Director Richard
Hogarty at one of
the informational
luncheons held
each year to
familiarize Univer-
sity officials with the
Institute's goals and
achievements.

January, 1993

Murray Frank
receives Auditors
Citation for generat-
ing non-tax
revenues for the
Commonwealth.



1993

The success of the program can be measured in various ways. According to a survey of graduates, which was conducted in 1991, they rate highly the quality of instruction and the acquired skills that have helped them to advance professionally. Our alumni have shown a great deal of pride and loyalty toward the program. For example, they have organized their own alumni association and have established a scholarship fund.

Another measure of success, of course, is the kind of jobs that our graduates obtain once they finish the program. Some have gone on to do advanced graduate work and earn their doctorate and law degrees. Others have become elected and appointed public officials — we can proudly claim one city mayor and four state legislators, along with a host of urban planners and town managers. Still others are employed as spokespersons for major public agencies.

External and internal reviews have given the program high marks. The external review committee, which was made up of six eminent scholars from across the country, viewed it as being “one of the most impressive graduate programs of its type.” Another external evaluator struck a similar note: “Graduate students in this field are typically quite demanding. It is impressive that they have found the program intellectually stimulating as well as productive in sharpening their practical skills. The considerable pride and loyalty of alumni are both an indicator of success and an important asset.”

All in all, I am particularly pleased that we have made significant progress in making our program more diverse in terms of race, gender, and ethnicity. If there is a common denominator among this group of men and women, it is the desire to have an impact on public policy, to work with the great issues of the day, and to make a real contribution to society. Continuing these efforts is central to any future plan for building upon our reputation for service to the Commonwealth and its localities. It is that vision that has guided us during the last nine years, and it is that vision that will continue to inspire us as we undertake, together, the important work that lies ahead. We cannot allow our energy to wane or our commitment to falter. As the poet Robert Frost once wrote: “the utmost reward of daring should be still to dare.”



THE PROGRAM FOR WOMEN IN POLITICS AND GOVERNMENT

ELIZABETH A. SHERMAN
Faculty Associate

In 1992, the University of Massachusetts Boston and the John W. McCormack Institute of Public Affairs celebrated the "Year of the Woman" by welcoming the Program for Women in Politics and Government, a year-long graduate certificate program. Formerly at Boston College, the program moved to UMass Boston last summer with the support of Chancellor Sherry H. Penney and a host of faculty and staff.

The transition to UMass offered an opportunity to expand the program and broaden its accessibility to women in the Metro-Boston area. Because of the University's commitment to public service and to providing high-quality education to a diverse urban population, UMass Boston has become an ideal new home for the program.

The Program for Women in Politics and Government originated at Simmons College in 1968 in response to women's increased interest in participating more fully in public life. Subsequently, the program moved to Boston College, where it was directed for nearly two decades by Betty Taymor. It is now an integral part of the John W. McCormack Institute of Public Affairs, and I am delighted to be directing it, having previously served as associate director at Boston College. At UMass Boston, Taymor now directs special projects including the Boston Network for Women in Politics and Government, the program's public educational association, which sponsors six public events each year. Margie Kelley, a 1991 graduate of the program and a former journalist, coordinates the program's format and activities.



January, 1993
Democratic national committeewoman and director of special events for the Women in Politics and Government program Betty Taymor (l) and program director Elizabeth Sherman (r) pose with State Senator Cheryl Jacques following annual dinner honoring women in government.

Combining political education, research and professional internships, the Program for Women in Politics and Government is designed for women who aspire to careers in public service, and is offered through the American Civilization Department and the Division of Continuing Education at UMass Boston. Upon completion of the program, many students make the transition to careers immediately while others go on to higher-level post-graduate studies. Graduates of the program may elect to apply for advanced standing in the McCormack Institute's Master of Science in Public Affairs Program.

Women in Politics and Government provides an academic foundation in policy studies and offers a range of professional opportunities through its public policy internship program. During the spring semester students complete independent case study research projects which analyze the dynamics of public sector decision-making. By integrating academic and professional experience, the program aims to advance women in careers in public leadership, research, consulting, policy-making and public administration. Three program graduates currently serve as state representatives in the Massachusetts State House.

Nearly 400 graduates attest to the program's unique approach to the empowerment of women: through strong academics, experiential learning and intensive research. The University and the McCormack Institute have embraced the program's central goal of encouraging and training women to become full and equal participants in political and public service.

Cultural conditioning, traditional family roles and obligations, and patterns of political and economic marginality still tend to exclude women - especially poor women and women of color - from decision-making positions. Despite the increase in the number of women who will serve in Congress and in Cabinet-level posts this year, public debate on issues does not include adequate input from women. By promoting a perspective that validates women as active agents in the governing process, the Program for Women in Politics and Government seeks to enable women to overcome barriers to political participation.

As the 1992 election results confirm, the participation of women in politics and government represents a significant and enriching trend in American political life. Given its auspicious beginning at UMass Boston, where the program's first class attracted the largest pool of qualified applicants, as well as record attendance at recent Network events, the program promises to expand and become a center of support and interaction for women who seek a larger role in shaping public policy.



■
April, 1993

To celebrate its tenth anniversary, the McCormack Institute establishes the John Joseph Moakley Award for Distinguished Public Service. Each year, the award will be given to a dedicated leader who has made significant contributions to the welfare of our state and nation. Congressman Moakley himself is the first recipient of the award. Like his predecessor, John W. McCormack, he has shown an unwavering commitment to the most challenging ideals of public service, and has served as a splendid example for future generations. In honoring him, the Institute recognizes not only an exceptional public servant, but also the critical importance of the political process to which he has devoted himself.



JOINT INITIATIVE WITH HARVARD, JFK LIBRARY

IAN MENZIES
Senior Fellow

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In the spring of 1991 Chancellor Penney suggested, following a board meeting at the JFK Library, that it would make a great deal of sense if the McCormack Institute, the JFK Library and the Institute of Politics at Harvard were to form a closer relationship in pursuit of common public service interests.

A meeting of the directors of the three institutions was quickly arranged and by the fall of that year, following additional staff meetings, an informal consortium was agreed on.

Since that time there have been several joint productions. Perhaps the most successful was held last October as a result of a joint initiative by John Stewart, education director at the Library, and myself.

We jointly arranged a series of discussions on the Presidential election involving both senior citizens and Greater Boston high school seniors — 200 of the former, 1,200 of the latter.

The program kicked off with an introductory address on presidential politics by former Massachusetts Governor Michael Dukakis.

The McCormack Institute provided most of the discussion leaders, 12 in all. They included Ed Beard, Barry Bluestone, Lou DiNatale, Murray Frank, Kathleen Foley, Dick Hogarty, Richard Manley, Sandy Matava, Ian Menzies, Elizabeth Sherman, Joe Slavet and Betty Taymor.

We are planning further educational, public service programs in the future, encouraged by a tremendously positive response from those who took part in the 1992 Presidential election participatory discussions.

■ April, 1993

An Army it is said marches on its stomach and most certainly the critical nourishment that the Institute and its fellows receive comes from its hard-working often overburdened staff.

It is the staff people who get out the flyers and brochures for forums and conferences; who make the often complicated arrangements, who welcome and direct visitors.

It is the staff people who produce the papers drafted by Fellows, who supervise the mailings, who arrange for caterers. Let's face it, the place would fall apart without them. They are the glue that holds the Institute together.

So a very big thank you to our senior staffers, Kathleen Rowan, Patricia Mullen, Madeleine Pidgeon, and Megan Early (shown here with Visiting Fellow Joseph R. Barresi), and to Mary-Beth McGee who has taken over the grants and contracts function formerly performed by Patricia Pugsley.



1993

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UMass Boston,
home of the
McCormack
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